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11 July 1963

Carl
General Paul D. Adams
Commander in Chief
United States Strike Command
MacDill Air Force Base
Florida

Dear General Adams:

This replies to the invitation contained in your letter of 10 June to visit Exercise SWIFT STRIKE III sometime during the period 21 July to 16 August. I had hoped very much to be able to visit the maneuver area but find that I cannot make it because of involvements here, especially with our appropriations hearings on the Hill and the fact that Mr. McCone will be away for a good portion of that time and I will have to stay here to mind the store.

I do want you to know that I have previously directed my people, and will continue to do so, to exert the greatest amount of realism and the highest degree of professionalism that they are capable of in their conduct of the Exercise. We are most anxious to participate in the Exercise because of the excellent training it will afford our people and because of the opportunity it will give us to iron out difficulties which inevitably arise during the play of such problems, particularly in the area of roles and missions.

As you know, and as has been previously our experience in many areas, the development and organization of areas in unfriendly territory which could serve as a base for the reception of Special Forces or other military units in time of war is an especially difficult task, even on a limited scale. To simulate "unfriendly conditions" in our own country (presumably friendly even in the light of current civil rights matters!!) is likewise difficult. In truly unfriendly territory, the development of areas must be done covertly under stringent security rules and with the most rigid compartmentation. I have insisted that these principles govern the activities of my area organizers under the control of the STRICOM Joint Unconventional Warfare Plans Staff. Only in this way can I see real

Swift Strike

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I had previously been informed that the responsibility for development of assets in UW areas would remain at the CINCSTRIKE level and that the Special Forces would be deployed to these areas when it became apparent that there was a GW base on which they could expand their operations. This I considered a realistic approach and in accordance with the type situation we would expect to normally exist in operations in unfriendly territory. I now understand that there will be seven areas developed by Special Forces themselves and two areas by my people. I have instructed my people that they are not to concern themselves in any way with a feeling of competition -- that the CIA and the Special Forces roles are complementary rather than competitive. I have told them to insist upon the highest degree of realism and professionalism and to do the best job they can with the limited resources I have made available to them. The specific purpose in my instructions is to insure that no erroneous conclusions might be drawn from a simulated exercise in truly friendly territory which might mislead analysts to believe that covert operations can be carried out easily on a "no-sweat" basis in hostile territory.

Faithfully yours,

((Signed)) Marshall S. Carter

Marshall S. Carter
Lieutenant General, USA
Deputy Director

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